

16 February 1973

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MEMORANDUM FOR: SA/CD - [REDACTED]

SUBJECT : HumRRO Exercise

1. Following are my reactions and recommendations concerning HumRRO's exercise, in which the team of nine OTR officers participated on 13 February. In my recollection, this is the first time in 18 years that OTR has taken official steps to examine a new technique in the field of applied social psychology, which might assist in actual behavior training for employees' or wives' intercultural adaptation. The training role and the potential of the technique we witnessed deserve careful consideration.

2. Let me first sound a note of caution. We obviously had mixed feelings about occasional directions which Dr. Kraemer, the exercise leader, took at HumRRO. Furthermore, two less experienced members of the group clearly failed to lock into the day's objective, and some doubts about the practicability of the objective were expressed by one or two others. But this was not a situation calling for a consensus--by the very nature of the problem, it was to be expected that the members of the group would be found to have differing levels of awareness of the elusive cultural component of our perceptions which we were seeking to surface. Furthermore, our group could scarcely play the role of the target trainees--young officers, support personnel, and wives actually assigned for PCS overseas. And of course we very soon extended our attention to evaluation and critique of the technique.

3. We need also to keep in mind the vital but limited role the HumRRO technique is designed to play in the larger intercultural adaptation process. I am attaching a tabulation titled "The Cross-cultural Scene" and also a graphic aid on the variety of inputs needed for building personal effectiveness at cross-cultural tasks. The HumRRO exercise targets only one of the necessary inputs (see red arrows), but this is a crucial one. Without increasing self-awareness, a person is giving attention at most to only one side (the foreigner's) of a cross-cultural/two-sided problem. The research-based literature supporting this formulation of guidelines has been growing rapidly, and I have given a substantial portion of my time to it over the past five years.

4. I recommend that we proceed now with a full trial of HumRRO's technique under actual training conditions. In particular, we should:

- a. use as trainees persons actually preparing for overseas service;

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- b. experiment with classes of registrants: with relevant overseas experience or social and behavioral science training; without one of these experience elements; with a requirement for dealing with local nationals in the line of duty; and without this requirement;
- c. make up such classes to include overseas assignees who are registered for the OO, and also outbound personnel who would not normally be enrolled in the OO under the existing administrative ground rules;
- d. schedule the HumRRO exercise for a minimum of one day;
- e. obtain adequate feedback from all who have taken the exercise, both immediately afterward and after six months on the job overseas;
- f. plan a trial training period of at least six months' duration.

5. A strong case for pushing ahead in this matter emerges from the following considerations:

- a. Research at Princeton's Perception Demonstration Center and elsewhere proves conclusively that merely intellectual learning (e.g., orientation) about one's handicapping distortions of perception is not enough actually to bring about correction of behavior;
- b. We have abundant testimony from returnees from overseas that personal effectiveness levels abroad differ widely even now, more than 25 years after World War II and the beginning of America's deep involvement throughout the "Free World";
- c. Literature in our files shows that the HumRRO technique is in general consistent with the framework of behavior training guidelines--many involving the use of videotape--which have evolved from research at a number of organizations in the past decade;
- d. We are not bound by specific promptings used by Dr. Kraemer--we should be able to vary these to suit our own experience and style.
- e. The experience of other Government training organizations using the HumRRO technique -- e.g., Departments of State and Army -- are now available.

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the HumRRO experience

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6. In short, I submit that, under the pressures existing in the 1970s for Agency personnel to excel in performance on overseas tasks, we clearly must give this promising new training technique a full trial under actual conditions of training and job performance.

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Situations where foreigners compare and w/ scenario
which embraces all these.

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program increases awareness of how we use our stereotypes
in reacting to foreigners & begins to show, thru role playing,
how we can begin to change our behavior patterns.

Propositions

1. avoid repetitive applications
2. O'seas pers-OO. ✓
 - OSC ✓
 - BOC ✓
 - CO's or CS branch ch.